ASX Release

L1 Group Limited (ASX:L1G)

17 August 2026

L1 Group Limited – FY26 Annual Financial Results

The following announcements are provided for release to the market:

- Appendix 4E and FY26 Annual Report
- Appendix 3A.1 – Notification of Dividend/Distribution
- FY26 ASX Results Announcement
- FY26 Results Presentation
- **Appendix 4G and FY26 Corporate Governance Statement** ✓

This announcement is authorised for release by the Board of Directors.

Investor contact
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Appendix 4G

Key to Disclosures
Corporate Governance Council Principles and Recommendations

Name of entity

L1 Group Limited

ABN/ARBN		Financial year ended:
13 050 064 287		30 June 2026

Our corporate governance statement[1] for the period above can be found at:[2]

☐	These pages of our annual report:	
☒	This URL on our website:	www.l1group.com.au/corporate-governance under the 'Corporate Governance' section.

The Corporate Governance Statement is accurate and up to date as at 17 August 2026 and has been approved by the board.

The annexure includes a key to where our corporate governance disclosures can be located.[3]

Date:	17 August 2026
Name of authorised officer authorising lodgement:	Olivia Byron, Company Secretary

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[1] "Corporate governance statement" is defined in Listing Rule 19.12 to mean the statement referred to in Listing Rule 4.10.3 which discloses the extent to which an entity has followed the recommendations set by the ASX Corporate Governance Council during a particular reporting period.

Listing Rule 4.10.3 requires an entity that is included in the official list as an ASX Listing to include in its annual report either a corporate governance statement that meets the requirements of that rule or the URL of the page on its website where such a statement is located. The corporate governance statement must disclose the extent to which the entity has followed the recommendations set by the ASX Corporate Governance Council during the reporting period. If the entity has not followed a recommendation for any part of the reporting period, its corporate governance statement must separately identify that recommendation and the period during which it was not followed and state its reasons for not following the recommendation and what (if any) alternative governance practices it adopted in lieu of the recommendation during that period.

Under Listing Rule 4.7.4, if an entity chooses to include its corporate governance statement on its website rather than in its annual report, it must lodge a copy of the corporate governance statement with ASX at the same time as it lodges its annual report with ASX. The corporate governance statement must be current as at the effective date specified in that statement for the purposes of Listing Rule 4.10.3.

Under Listing Rule 4.7.3, an entity must also lodge with ASX a completed Appendix 4G at the same time as it lodges its annual report with ASX. The Appendix 4G serves a dual purpose. It acts as a key designed to assist readers to locate the governance disclosures made by a listed entity under Listing Rule 4.10.3 and under the ASX Corporate Governance Council's recommendations. It also acts as a verification tool for listed entities to confirm that they have met the disclosure requirements of Listing Rule 4.10.3.

The Appendix 4G is not a substitute for, and is not to be confused with, the entity's corporate governance statement. They serve different purposes and an entity must produce each of them separately.

[2] Tick whichever option is correct and then complete the page number(s) of the annual report, or the URL of the web page, where your corporate governance statement can be found. You can, if you wish, delete the option which is not applicable.

[3] Throughout this form, where you are given two or more options to select, you can, if you wish, delete any option which is not applicable and just retain the option that is applicable. If you select an option that includes "OR" at the end of the selection and you delete the other options, you can also, if you wish, delete the "OR" at the end of the selection.

See notes 4 and 5 below for further instructions on how to complete this form.

ANNEXURE – KEY TO CORPORATE GOVERNANCE DISCLOSURES

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT			
1.1	A listed entity should have and disclose a board charter setting out: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Board of Directors' Charter at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.2	A listed entity should: (a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.3	A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.4	The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable

[4] Tick the box in this column only if you have followed the relevant recommendation <u>in full</u> for the <u>whole</u> of the period above. Where the recommendation has a disclosure obligation attached, you must insert the location where that disclosure has been made, where indicated by the line with "*insert location*" underneath. If the disclosure in question has been made in your corporate governance statement, you need only insert "our corporate governance statement". If the disclosure has been made in your annual report, you should insert the page number(s) of your annual report (eg "pages 10-12 of our annual report"). If the disclosure has been made on your website, you should insert the URL of the web page where the disclosure has been made or can be accessed (eg "www.entityname.com.au/corporate governance/charters/").

[5] If you have followed all of the Council's recommendations <u>in full</u> for the <u>whole</u> of the period above, you can, if you wish, delete this column from the form and re-format it.

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
1.5	A listed entity should: (a) have and disclose a diversity policy; (b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and (c) disclose in relation to each reporting period: (1) the measurable objectives set for that period to achieve gender diversity; (2) the entity's progress towards achieving those objectives; and (3) either: (A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or (B) if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act. If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.	☐	☒ set out in our Corporate Governance Statement; and we have disclosed our reasons in response to paragraph (b) in our Corporate Governance Statement; and we have disclosed a copy of our Diversity, Equity, Inclusion and Belonging Policy at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section. ☐ we are an externally managed entity and this recommendation is therefore not applicable
1.6	A listed entity should: (a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ Detailed in our Corporate Governance Statement; and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement; and whether a performance evaluation was undertaken for the reporting period in accordance with that process in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
1.7	A listed entity should: (a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and (b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	☒ Detailed in our Corporate Governance Statement; and we have disclosed the evaluation process referred to in paragraph (a) in our Corporate Governance Statement; and whether a performance evaluation was undertaken for the reporting period in accordance with that process as referred to in paragraph (b) in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 2 - STRUCTURE THE BOARD TO BE EFFECTIVE AND ADD VALUE			
2.1	The board of a listed entity should: (a) have a nomination committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Committee Charter at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section; and we have disclosed the information referred to in paragraphs (4) and (5) in our Annual Report for the year ended 30 June 2026 (**FY26**) at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.2	A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.3	A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	☒ Detailed in our Corporate Governance Statement; and we have disclosed the names of the directors considered by the board to be independent directors in our Corporate Governance Statement and the length of service of each director in our FY26 Annual Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
2.4	A majority of the board of a listed entity should be independent directors.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **<u>OR</u>** ☐ we are an externally managed entity and this recommendation is therefore not applicable
PRINCIPLE 3 – INSTIL A CULTURE OF ACTING LAWFULLY, ETHICALLY AND RESPONSIBLY			
3.1	A listed entity should articulate and disclose its values.	☒ Detailed in our Corporate Governance Statement; and we have disclosed our values at in our Code of Conduct at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement
3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	☒ Detailed in our Corporate Governance Statement; and we have disclosed copies of our Code of Conduct and Directors' Code of Conduct at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement
3.3	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Whistleblower Policy at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Anti-Bribery and Corruption Policy at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 4 – SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS			
4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of the Committee Charter at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section; and we have disclosed the information referred to in paragraphs (4) and (5) in our FY26 Annual Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement
4.2	The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
4.3	A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE			
5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Continuous Disclosure Policy at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS			
6.1	A listed entity should provide information about itself and its governance to investors via its website.	☒ Detailed in our Corporate Governance Statement; and we have disclosed information about us and our governance on our website at: www.l1group.com.au/shareholder-centre/ and www.l1group.com.au/corporate-governance.	☐ set out in our Corporate Governance Statement
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of our Shareholder Communications Policy at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section.	☐ set out in our Corporate Governance Statement
6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 7 – RECOGNISE AND MANAGE RISK			
7.1	The board of a listed entity should: (a) have a committee or committees to oversee risk, each of which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of the Committee Charter at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section; and we have disclosed the information referred to in paragraphs (4) and (5) in our FY26 Annual Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement
7.2	The board or a committee of the board should: (a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and (b) disclose, in relation to each reporting period, whether such a review has taken place.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement
7.3	A listed entity should disclose: (a) if it has an internal audit function, how the function is structured and what role it performs; or (b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation in full for the whole of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	☒ Detailed in our Corporate Governance Statement; and we have disclosed whether we have any material exposure to environmental and social risks in in our FY26 Annual Report and Sustainability Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY			
8.1	The board of a listed entity should: (a) have a remuneration committee which: (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	☒ Detailed in our Corporate Governance Statement; and we have disclosed a copy of the Committee Charter at: www.l1group.com.au/corporate-governance under the 'Corporate Governance Documents' section; and we have disclosed the information referred to in paragraphs (4) and (5) in our FY26 Annual Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	☒ Detailed in our Corporate Governance Statement; and we have disclosed our policies and practices regarding the remuneration of non-executive directors and the remuneration of, executive directors and other senior executives in our Remuneration Report included in our FY26 Annual Report at: www.l1group.com.au/shareholder-centre/	☐ set out in our Corporate Governance Statement **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	☒ Detailed in our Corporate Governance Statement.	☐ set out in our Corporate Governance Statement **OR** ☐ we do not have an equity-based remuneration scheme and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable

Corporate Governance Council recommendation		Where a box below is ticked,[4] we have followed the recommendation <u>in full</u> for the <u>whole</u> of the period above. We have disclosed this in our Corporate Governance Statement:	Where a box below is ticked, we have NOT followed the recommendation in full for the whole of the period above. Our reasons for not doing so are:[5]
ADDITIONAL RECOMMENDATIONS THAT APPLY ONLY IN CERTAIN CASES			
9.1	A listed entity with a director who does not speak the language in which board or security holder meetings are held or key corporate documents are written should disclose the processes it has in place to ensure the director understands and can contribute to the discussions at those meetings and understands and can discharge their obligations in relation to those documents.	☐	☐ set out in our Corporate Governance Statement **OR** ☒ we do not have a director in this position and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
9.2	A listed entity established outside Australia should ensure that meetings of security holders are held at a reasonable place and time.	☐	☐ set out in our Corporate Governance Statement **OR** ☒ we are established in Australia and this recommendation is therefore not applicable **OR** ☐ we are an externally managed entity and this recommendation is therefore not applicable
9.3	A listed entity established outside Australia, and an externally managed listed entity that has an AGM, should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	☐	☐ set out in our Corporate Governance Statement **OR** ☒ we are established in Australia and not an externally managed listed entity and this recommendation is therefore not applicable ☐ we are an externally managed entity that does not hold an AGM and this recommendation is therefore not applicable
ADDITIONAL DISCLOSURES APPLICABLE TO EXTERNALLY MANAGED LISTED ENTITIES			
-	*Alternative to Recommendation 1.1 for externally managed listed entities:* The responsible entity of an externally managed listed entity should disclose: (a) the arrangements between the responsible entity and the listed entity for managing the affairs of the listed entity; and (b) the role and responsibility of the board of the responsible entity for overseeing those arrangements.	☐	Not applicable to L1 Group Limited
-	*Alternative to Recommendations 8.1, 8.2 and 8.3 for externally managed listed entities:* An externally managed listed entity should clearly disclose the terms governing the remuneration of the manager.	☐	Not applicable to L1 Group Limited

Corporate Governance Statement 2026

L1 Group Limited (ASX:L1G)

17 August 2026

Introduction

L1 Group Limited (ACN 050 064 287) (ASX:L1G) (**L1G** or the **Company**) is a public company listed on the Australian Securities Exchange (**ASX**).

This statement outlines L1G's principal governance arrangements and practices (**Statement**). It is current as at 17 August 2026 and has been approved by the L1G Board of directors (**Board**).

The Board and its delegated committees (**Committees**) periodically review their governance arrangements and practices to ensure they are in line with regulatory requirements and industry expectations and continue to support L1G's objectives.

This Statement reports L1G's compliance with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations 4th edition (**ASX Principles and Recommendations**) during this period.

As described in the Company's Annual Report for the financial year ended 30 June 2026 (**FY26**), on 1 October 2025, Platinum Asset Management Limited (ASX:PTM) (**Platinum**) (now L1G) acquired 100% of the issued share capital in First Maven Pty Ltd (**L1 Capital**) (other than the Z Class Shares[1]), in consideration for the issue of fully paid Platinum shares to existing L1 Capital shareholders (**Merger**). Under the terms of the Merger, immediately following completion, the legacy L1 Capital shareholders held 74.0% of the issued share capital in L1G and the entities it controlled at the end of, or during, FY26 (**L1 Group**), and existing Platinum shareholders held 26.0%.

Accordingly, this Statement details the governance framework of L1G from the period 1 October 2025 to 30 June 2026. First Maven Pty Ltd, the entity that conducted the business and operations of L1 Capital prior to the Merger, was not a public company listed on the ASX prior to 1 October 2025 and therefore was not required to prepare a Corporate Governance Statement. Platinum was a public company listed on the ASX for the first quarter of FY26 and governance was conducted under the framework applicable to Platinum as a listed entity at that time.

More information on L1G's corporate governance arrangements, including this Corporate Governance Statement and Appendix 4G, is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Principle 1 – Laying solid foundations for management and oversight

Role and responsibilities of the Board

The Board recognises its overriding responsibility to act honestly, fairly, diligently and in accordance with its constitution (**Constitution**), the ASX Listing Rules and applicable laws. The Board is responsible for the overall operation, strategic direction and integrity of the L1 Group and is responsible for the L1 Group's long-term health, growth and prosperity.

Information on the responsibilities of the Board is detailed in the Board Charter and Constitution, which are available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

There is a clear delineation between the Board's responsibility for the Company's strategy and activities and the day-to-day management of operations conferred upon the CEO and Managing Director.

The Board's specific responsibilities include:

- demonstrating leadership;
- defining the Company's purpose and setting its strategic objectives;
- approving the Company's corporate values and code of conduct to underpin the Company's desired culture;
- overseeing management in its implementation of the Company's strategic objectives, instilling of the Company's values and performance generally;
- overseeing the integrity of financial accounts and corporate reporting and approving the Company's accounting policies;
- monitoring the performance and financial position of the Company and its subsidiaries, including approving the Company's annual and half-yearly financial accounts and reports;
- approving and monitoring the capital management of the Company;

[1] As explained in the Company's FY26 Annual Report.

- approving the amount of profits available for payment of dividends and determining and making arrangements for the payment of any interim, final and special dividends in accordance with the Constitution;
- approving the establishment and operation of any dividend reinvestment plan;
- approving any long-term borrowings of the Company and any short-term borrowings above such amounts as may be set by the Board from time to time;
- approving the Company's operating budget and any capital expenditure of the Company above such amounts as may be set by the Board from time to time;
- approving the appointment of the external Auditor and the audit plan of the external Auditor;
- satisfying itself that the Company has in place an appropriate internal control and risk management framework (for both financial and non-financial risks), setting the risk appetite of the Company and satisfying itself that management operate within the Company's approved risk appetite;
- satisfying itself that an appropriate framework exists for relevant information to be reported by management to the Board and whenever required, challenging management and holding it to account;
- reviewing reports and recommendations from any delegated committee of the Board;
- approving the appointment and removal of the Chair, CEO and Managing Director, other Directors, Company Secretary, and the members of any delegated committees;
- developing and actioning Board succession plans and succession plans for the CEO and Managing Director, other executive key management personnel (**KMP**), and other L1 Group senior employees;
- setting the charters of the delegated committees of the Board;
- assessing the performance of the Board, Committees, Chair, other Non-Executive Directors, the CEO and Managing Director and other KMP;
- ensuring that the Company operates in compliance with the Constitution and its legal and regulatory obligations;
- ensuring corporate governance policies and practices are effective;
- ensuring that appropriate remuneration policies and practices are in place for the CEO and Managing Director, other members of the Company's KMP, other L1 Group senior employees, and more broadly for the Company's joint venture arrangements with other boutique investment management firms (subject to the terms of those arrangements and having regard to the Company's level of ownership);
- overseeing communications and reporting to shareholders;
- overseeing the Company's continuous disclosure process; and
- considering and approving key policies of the Company.

Responsibility of management

The CEO and Managing Director is responsible for implementing the Company's strategic objectives while operating within the code of conduct, budget and risk appetite set by the Board.

Those powers not specifically reserved for the Board under the Board Charter and which are required for the management and day-to-day operation of the L1 Group have been delegated to the CEO and Managing Director. Further delegations to senior executives and staff within the L1 Group may also be made. The CEO and Managing Director, together with other Executive Directors, are responsible for ensuring that the Board is provided with accurate, timely and clear information on the Company's operations to enable the Board to perform its responsibilities.

Board delegated Committees

A key component of the Board's governance structure is the delegation of certain responsibilities to its Board Committees, being the Audit, Risk and Compliance Committee (**ARCC**) and Nomination and Remuneration Committee (**NRC**). Each Committee has a charter (**Charter**).

The ARCC meets at least quarterly and the NRC meets at least three times a year. Both Committees meet more frequently if required. The members of the ARCC and NRC are L1G's Non-Executive Directors. The Chairs of both Committees are independent.

The Committee Charters are available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Nomination and appointment of directors

Under its Charter, the NRC is responsible for reviewing and making recommendations to the Board on the process for nomination and selection of Directors, including identifying suitable Director candidates and existing Directors who are due for re-election.

The appointment of new directors is conditional upon passing screening checks relating to their experience, education, criminal and bankruptcy history. Any director who has been appointed during the year to fill a casual vacancy (other than the CEO and Managing Director) must stand for election at the next Annual General Meeting. Additionally, any director (other than the CEO and Managing Director) must retire and may seek re-election at the third Annual General Meeting after they were elected or last re-elected.

L1G provides shareholders with supporting information on directors seeking election or re-election, including directors' qualifications and experience, material directorships, length of tenure, the Board's assessment of independence and a statement from the Board as to why it supports the election or re-election.

L1G requires each director and senior executive to execute a written agreement setting out the terms of their appointment. All Non-Executive Directors of L1G are engaged according to written directors' services agreements, which outline the directors' duties, obligations, remuneration, expected time commitments and notification of the Company's policies. L1G's CEO and Managing Director has entered into a written employment agreement with L1 Group Limited. Jane Stewart, an Executive Director, is engaged according to a written employment agreement.

Company Secretary

The Company Secretary is accountable to the Board through the Board Chair for all corporate governance matters to do with the proper functioning of the Board.

The role of the Company Secretary is outlined in the Board Charter, which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance. The Company Secretary is responsible for:

- advising the Board and its Committees on corporate governance matters;
- monitoring that the Board and Committee policies and procedures are followed;
- co-ordinating the timely completion and despatch of Board and Committee papers;
- ensuring that the business at the Board and Committee meetings is accurately captured in the minutes; and
- helping to organise and facilitate the induction and professional development of the Directors.

The Board has unrestricted access to the services and advice of the Company Secretary. The appointment and removal of the Company Secretary must be determined by the Board.

Details of the Company Secretary are included in the FY26 Annual Report, which is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Diversity and inclusion

L1G recognises the benefits of a diverse and inclusive workplace and is committed to providing an environment where all individuals feel respected, valued, and safe.

L1G's Diversity, Equity, Inclusion and Belonging Policy

L1G's commitment to diversity and inclusion is detailed in the L1 Group's Diversity, Equity, Inclusion and Belonging Policy. The L1 Group's Workplace Behaviour Policy also supports an inclusive workplace environment, free from discrimination, harassment, vilification and victimisation.

The L1 Group's Diversity, Equity, Inclusion and Belonging Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Measurable objectives

As at the date of this Statement and following the Merger described above, the Company's commitment to fostering a diverse and inclusive workforce remains important to the Company's culture. In line with this commitment, the Board is focused on identifying and nurturing talent across the organisation, including in the area of gender diversity. The development of specific measurable objectives is ongoing as integration continues following the Merger, with the Board's forward-looking agenda detailed in its Diversity, Equity, Inclusion and Belonging Policy referenced above.

Board diversity

Although L1G was not within the S&P/ASX 300 Index at the start of the reporting period due to the Merger described above, it meets the measurable objective for achieving gender diversity for entities within the S&P/ASX 300 Index with over 30% female representation on the Board.

Workplace diversity

During FY26, L1G was a 'relevant employer' under the *Workplace Gender Equality Act 2012*. L1G's performance against gender equality indicators reported to the Workplace Gender Equality Agency (**WGEA**) will be available in early 2027. Published data can be accessed through the WGEA website at www.wgea.gov.au.

Performance assessments

Board and individual directors

Under the Board Charter, the Board is required to review its performance at least annually against previously agreed quantitative and qualitative indicators. The Board is also responsible for assessing the performance of the Committees, the Chair and other Non-Executive Directors. These reviews are supported by a director survey on a range of topics. The results of the survey are provided to the Board for review and discussion.

The Board assessment process was conducted during the financial year prior to the completion of the Merger described above. An assessment with the Board following the Merger will take place later in 2026.

Performance of Committees

The two established Board Committees (ARCC and NRC) conduct reviews against their Charters annually. These reviews were also conducted during the reporting period prior to the completion of the Merger described above and the results were provided to the Board. Reviews of the ARCC and NRC following the Merger will take place later in 2026.

Senior executives

The NRC is responsible for considering and recommending to the Board the process for, and the annual performance assessment of, the CEO and Managing Director and other KMP, with the Board ultimately responsible for assessing the performance of the CEO and Managing Director and other KMP. Annual performance reviews are performed across L1 Group, providing an opportunity for a discussion on performance, remuneration, goal setting and identification of any training needs. Due to the timing of the Merger, these reviews were conducted in June and July 2026 for the period 1 January 2026 to 30 June 2026.

Principle 2 – Structure the Board to be effective and add value

Membership of the Board and Directors' independence

The Board has adopted a Directors' Independence Policy which outlines the criteria to be considered when assessing a director's independence. This policy has been reviewed to ensure it aligns with the ASX Principles and Recommendations. Director independence is initially assessed upon each director's appointment and reviewed each year, or as required when a new personal interest or conflict of interest is disclosed. Directors are required to disclose all actual or potential conflicts of interest on an ongoing basis.

Each of Guy Strapp, Neil Chatfield and Rachel Grimes AM is considered an independent director for ASX purposes. Julian Russell and Jane Stewart are not considered to be independent due to their executive roles within the L1 Group.

Therefore, the Board has a majority of independent Non-Executive Directors and an independent Chair (Guy Strapp) who is appointed by the Board. The roles of Board Chair and CEO and Managing Director are not held by the same person.

The names, qualifications and tenure of each director on the Board are included in the FY26 Annual Report, which is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

L1G's Directors' Independence Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Nomination and Remuneration Committee (NRC)

The NRC operates under an approved Charter. The role of the NRC under its Charter in relation to nomination matters is to review and make recommendations to the Board on various matters, including:

- Non-Executive Director nominees for appointment to the Board (including re-election of existing directors);
- the program of director professional development;
- the size and structure of the Board to ensure that it comprises appropriately qualified and experienced people and is effective;
- Board renewal and succession;
- succession plans for L1G's KMP and other senior managers and key staff; and
- the L1 Group's diversity and inclusion policies and objectives.

Further information on the responsibilities of the NRC is included IN its Charter, which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

During the reporting period, the Nominations Committee consisted of three members; Rachel Grimes AM, Guy Strapp and Neil Chatfield, all of whom are independent Non-Executive Directors. This Committee is chaired by Rachel Grimes AM. Details of the relevant qualifications and experience of the members of the Committee are provided in the Company's FY26 Annual Report.

The Remuneration & Nominations Committee will meet not less than three times per year under its Charter and the number of times the Committee met and the individual attendances of the Committee members at those meetings during the reporting period are disclosed in the FY26 Annual Report.

L1G's FY26 Annual Report is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Board skills assessment

The Board seeks to ensure it has an appropriate mix of skills, experience and expertise to enable it to discharge its responsibilities effectively and to add value.

The Board has created a board skills matrix, capturing the key skills and other attributes which it believes are needed for robust decision-making and the effective governance of the L1 Group. The matrix is reviewed and updated periodically to ensure that it addresses existing and emerging business and governance issues relevant to the L1 Group. Every year, each director undertakes a self-assessment of their own attributes with reference to the matrix.

The following table sets out the key skills and experience identified by the Board as being most relevant to the needs of the L1 Group and the extent to which they are collectively represented by the Board, as assessed during the reporting period:

Skill/experience	Description	Assessment
Technical competencies and skills		
Portfolio management	Knowledge and experience of working within the asset management or wealth management industry.	Medium
Financial numeracy and literacy	Relevant experience and capability to evaluate and oversee the preparation of financial statements and to evaluate financial risk and the adequacy of financial controls.	High
Legal and corporate governance	A strong commitment to and knowledge of best practice corporate governance standards, including knowledge of the legal and regulatory environment applicable to listed entities.	Medium-High
Risk and compliance	Experience with risk management frameworks and controls, setting risk appetites, identifying and providing oversight of key business risks (both financial and non-financial) and emerging risks.	High
Marketing and brand (including digital)	Experience of marketing and brand (including leveraging digital technology) to drive competitive strategy and growth.	Low
Information technology	Experience in driving technology strategies and innovation.	Medium
Product distribution	Experience in retail distribution of managed funds, exchange traded products and/or other financial products.	Medium-High
Shareholder relations and communication	Ability to understand the needs of shareholders and to foster two-way communication.	Medium-High
Human resource management	Experience in setting strategies and policies (including remuneration policies) to attract, motivate and retain a diverse pool of talent.	Medium-High
CEO / Director experience	Previous CEO or senior executive experience in a similar or related business.	High
Merger and acquisition experience	Experience at a senior level in merger/acquisitions activities (including successful post-merger implementation).	High
Experience on ASX listed Boards	Experience as a director of a listed company with an understanding of ASX Listing Rules, compliance, reporting and shareholder meeting requirements.	High
Strategy development and implementation	Demonstrated experience in developing, implementing and delivering strategic business objectives.	High
Industry knowledge and experience		
Local industry experience		Medium-High
Overseas industry experience		Medium-High
Understanding of broad public policy		Medium

The Board considers that the individual and collective experience of the directors demonstrates an appropriate mix of skills, experience and expertise to enable it to define the L1 Group's strategic objectives and monitor the execution of those objectives.

In addition to the above skills, the Board considers that behavioural attributes are a requirement for each director and that they must:

- be a team player/collaborator;
- be willing to challenge and probe;
- have integrity;
- have effective communication skills;
- have effective listening skills;

- have effective decision-making skills;
- be committed to the role; and
- have sound judgement.

All directors were assessed as having demonstrated these behaviours during the reporting period.

Director induction and education

L1G has a director induction program where each new director receives briefings from the Company Secretary, management and the external auditor. New directors also receive the key company information, policies and procedures. All new directors appointed during the reporting period underwent L1G's director induction program.

Directors undertake appropriate professional development to assist in developing and maintaining skills and knowledge needed to perform their duties, as required. Directors receive regular briefings from L1G's General Counsel on material developments in laws and regulations which are relevant to the L1 Group. Ernst & Young, the L1 Group's external auditor, as well as other industry experts, present to the Board on matters relevant to the L1 Group's business and its operating environment. The Board's annual performance assessment process provides directors with an opportunity to identify any required training, although directors can request professional training at any time.

Principle 3 – Instil a culture of acting lawfully, ethically and responsibly

Values

The L1 Group's core values are set out in (including the behaviours that underpin these) are set out below:

People	Integrity	Ownership	Alignment
Proven, high calibre and stable team	Ethical and professional in all respects	Accountability for activities	L1 staff invested alongside clients

These values are included in the L1 Group's Code of Conduct, which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Directors' Code of Conduct

The Board has adopted a Directors' Code of Conduct which is based on the Australian Institute of Company Directors' Code of Conduct. The Directors' Code of Conduct requires directors to act honestly, in good faith and in the best interests of L1G as a whole, and within the letter (and spirit) of the law. All directors sign an annual declaration stating that they have adhered to the Directors' Code of Conduct. This declaration was made by each director during the reporting period.

L1G's Directors' Code of Conduct is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Code of Conduct

The L1 Group has established a Code of Conduct for all staff. The Code of Conduct communicates the appropriate standards of behaviour and informs staff of their responsibilities with respect to laws and regulation, privacy and confidentiality, intellectual property, conflicts of interest, health, safety and wellbeing and governance standards.

All new staff members receive a copy of the Code of Conduct and attest that they have read it. All staff receive periodic training on the material covered by the Code of Conduct and are also required to annually declare their compliance with the Code of Conduct.

Compliance with the Code of Conduct is monitored by the L1 Group's Compliance and Risk team and the People and Culture team and any material breaches are reported to the Board. Performance and remuneration implications for non-compliance are considered under the L1 Group's Consequence Management Policy.

The L1 Group's Code of Conduct is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Whistleblower Policy

The Board has adopted a Whistleblower Policy to enable eligible persons to raise concerns regarding illegal or improper conduct in relation to the L1 Group without fear of reprisal or detrimental treatment. Any material incidents reported under the Whistleblower Policy must be reported to the Board.

L1G's Whistleblower Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Anti-Bribery and Anti-Corruption Policy

The Board has adopted an Anti-Bribery and Anti-Corruption Policy which sets out the minimum expectations applicable to staff in observing and upholding the Board's position on the prohibition of bribery and corruption. Any material breaches of the Anti-Bribery and Anti-Corruption Policy must be reported to the Board.

L1G's Anti-Bribery and Anti-Corruption Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Principle 4 – Safeguard the integrity of corporate reports

Audit, Risk and Compliance Committee (ARCC)

The ARCC operates under an approved Charter. The role of the ARCC under its Charter in relation to financial reporting and audit matters includes:

- serving as independent and objective party to review the adequacy of the L1 Group's corporate reporting processes;
- reviewing and making recommendations to the Board regarding the approval of the L1 Group's financial statements, financial statutory reports and accounting policies;
- making recommendations to the Board regarding the appointment or removal of the external auditor and audit fees for audit and non-audit work; and
- overseeing and assessing the performance, quality and independence of the external auditor.

Further information on the responsibilities of the ARCC is included in its Charter, which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

During the reporting period, the ARCC consisted of three members; Neil Chatfield, Guy Strapp and Rachel Grimes AM, all of whom are independent Non-Executive Directors. This Committee is chaired by Neil Chatfield. Details of the relevant qualifications and experience of the members of the Committee are provided in the Company's FY26 Annual Report.

The ARCC will meet not less than four times per year under its Charter and the number of times the Committee met and the individual attendances of the Committee members at those meetings during the reporting period are disclosed in the FY26 Annual Report.

L1G's FY26 Annual Report is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Integrity of financial reports

In accordance with section 295A of the Corporations Act 2001 (Cth) (Corporations Act), for each half and full year financial period the CEO and Managing Director and the Chief Financial Officer provide the Board with a written declaration that, in their respective opinions:

- the financial records of the L1 Group have been properly maintained in accordance with section 286 of the Corporations Act;
- the financial statements and notes comply with the accounting standards;
- the financial statements and notes give a true and fair view of the L1 Group's financial condition and performance; and
- the consolidated entity disclosure statement is true and correct.

Before the Board approves the L1 Group's financial statements, it also receives representations from the CEO and Managing Director and the Chief Financial Officer that the opinions above have been formed on the basis of a sound system of risk management and internal control which is operating effectively.

In relation to financial reporting for the half-year end 31 December 2025 and the full-year end 30 June 2026, the Board received the declarations and statements referred to above.

Periodic corporate reports

The L1 Group's annual and half-year financial reports are subject to audits by an independent auditor. The Sustainability Report referred to below is also subject to a limited assurance audit. The ARCC oversees this process on behalf of the Board, in accordance with its Charter.

Where periodic corporate reports are not audited or reviewed by external auditors an internal verification and approval process is undertaken to ensure the accuracy and completeness of the reports. The verification process generally involves review and verification of material statements of facts and opinions in the reports by subject matter experts from across the business. The Board reviews and provides approval of these documents prior to their release.

Principle 5 – Make timely and balanced disclosures

L1G is committed to promoting investor confidence by ensuring that trading in its quoted securities takes place in an informed market and providing investors with equal and timely access to material information about L1G.

L1G's Continuous Disclosure Policy sets out how L1G aims to meet its continuous disclosure obligations under the ASX Listing Rules and the Corporations Act. L1G provides all substantive investor and analyst presentations (including any presentation to be given at a general meeting) to the ASX prior to the commencement of the presentation. The Company Secretary provides material announcements to the Board for approval prior to lodgement with the ASX and the Board receives copies of material market announcements promptly after they have been made.

L1G's Continuous Disclosure Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Principle 6 – Respect the rights of security holders

Provision of information to investors

The Board is committed to ensuring that investors are fully informed of material matters concerning L1G's strategy, financial performance and governance. The Board uses various media to keep shareholders informed and has a dedicated Shareholder Centre on its website, which covers information on share price, ASX announcements lodged, financial results, details of dividends, frequently asked questions, investor contacts, details of general meetings, recordings of analyst briefings and details of L1G's corporate governance policies, charters and its Constitution.

Shareholder communications, including invitations for the Annual General Meeting, are sent out via each shareholder's nominated means of communication.

L1G's Shareholder Centre website is available at www.l1group.com.au/shareholder-centre/ and L1G's Corporate Governance website is available at www.l1group.com.au/corporate-governance.

Shareholder communications

L1G also has a Shareholder Communications Policy which describes how L1G engages with shareholders to ensure they receive or obtain access to appropriate information and facilities to allow shareholders to exercise their rights effectively. L1G seeks to utilise numerous modes of communication, including by posting information via the ASX or L1G's website and other electronic communications to ensure that its communication with shareholders is frequent, clear and accessible. L1G encourages shareholders to submit questions or requests for information directly to L1G via L1G's website at www.l1group.com.au/contact-us.

L1G also encourages shareholders to submit any questions related to their shareholdings, including details for electronic communication, by emailing the Company's share registry or contacting the share registry via its website at www-au.computershare.com/Investor/#Contact. L1G's Shareholder Communications Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Annual general meeting (**AGM**)

L1G holds an AGM of shareholders in October or November each year. A notice of meeting which includes information on the date, time and venue, as well as resolutions for shareholders' consideration, is provided to shareholders and released to the market through the ASX in advance of the meeting and after the full-year financial results are released. The AGM notice of meeting is also uploaded to L1G's website.

The AGM notice includes explanatory notes that clearly explain the nature of the AGM business and the resolutions to be put to shareholders. Resolutions considered at L1G's AGMs are decided by a poll rather than a show of hands. AGM voting results are lodged with the ASX as soon as practicable after the AGM.

All shareholders are invited to attend the Company's general meetings either in person or by representative. Shareholders have an opportunity to submit questions to the Board or the Company's external auditor. Shareholders are encouraged to attend the meeting and vote or, if unable to attend, to vote on the resolutions proposed by appointing a proxy.

Details of the AGM including the notices of meetings will also be placed in the 'Annual General Meeting' section of L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Principle 7 – Recognise and manage risk

Audit, Risk and Compliance Committee (ARCC)

As outlined above, the Board has established an ARCC. The Board is responsible for satisfying itself that the Company has in place an appropriate internal control and risk management framework (for both financial and non-financial risks), setting the risk appetite of the Company and satisfying itself that management operate within the Company's approved risk appetite. The Board has delegated responsibility for the day-to-day oversight and management of the Company's risk profile to the ARCC. The role of the ARCC under its Charter in relation to risk management matters includes:

- recommending to the Board the L1 Group's risk appetite statement;
- ensuring that an appropriate risk management framework is in place that identifies, evaluates, monitors and reports on the L1 Group's significant risks; and

- monitoring management's performance against the risk management framework, including whether they are operating within the Board's approved risk appetite.

Further information on the responsibilities of the ARCC is included in its Charter which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance under the 'Corporate Governance policies' section. Further details about the ARCC are set out above in Principle 4.

Risk management framework

L1G believes that risk management is a continual process and an integral part of good business management and corporate governance. The Board's Risk Appetite Statement outlines the level of risk acceptable to the Board in seeking to achieve the L1 Group's strategic goals and objectives. L1G's risk management framework monitors, mitigates and manages the material risks to which the L1 Group is exposed and is underpinned by L1G's Risk Management Policy. The ARCC also receives quarterly reports on risk and compliance matters including reporting against the L1 Group's Risk Appetite Statement and risk dashboard. During the reporting period, the ARCC reviewed and recommended the approval of the L1 Group's Risk Appetite Statement and L1G's Risk Management Policy.

L1G's Risk Management Policy is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance.

Internal audit

Due to L1 Group's current size and business circumstances as a merged entity following the Merger described above, the L1 Group has transitioned from a model that included an internal audit function to an assurance model. Assurance is provided through a range of compliance monitoring, risk reporting and external financial and controls audits, including annual GS007 and Operational Due Diligence audits and assurance activities. L1G will reconsider this decision as appropriate and appoint an internal auditor if and when it considers this necessary.

Exposure to environmental and social risks

L1G discloses its exposure to environmental and social risks in its Sustainability Report, noting that the L1G is not subject to any significant environmental regulation under Commonwealth, State or Territory laws.

L1G's FY26 Sustainability Report is included in the L1G FY26 Annual Report, which is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Principle 8 – Remunerate fairly and responsibly

Nomination and Remuneration Committee (NRC)

As outlined above, the Board has established an NRC. The role of the NRC under its Charter in relation to remuneration matters includes:

- developing the L1 Group's remuneration policies and frameworks;
- reviewing and recommending actual or proposed remuneration under these policies; and
- developing the L1 Group's recruitment and retention policies.

Further information on the responsibilities of the NRC is included in its Charter, which is available on L1G's Corporate Governance website at www.l1group.com.au/corporate-governance. Further details about the NRC are set out above in Principle 2.

Remuneration policies and practices for Non-Executive Directors

The NRC is responsible for setting and reviewing the policies and practices of L1G regarding the remuneration of Non-Executive Directors and the remuneration of Executive Directors and other senior executives.

Policies and practices regarding remuneration of Non-Executive Directors, Executive Directors and senior executives are disclosed in the FY26 Annual Report. The aggregate amount of remuneration that can be paid to the Non-Executive Directors, as was approved by shareholders at a general meeting in April 2007, is $2 million per annum (including superannuation). L1G's Constitution specifies that any change to the maximum amount of remuneration that can be paid to the Non-Executive Directors requires the approval of shareholders.

Further information on the Directors' remuneration is detailed in the Remuneration Report in L1G's FY26 Annual Report, which is available on L1G's Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Remuneration policies and practices for CEO, executive key management personnel and other senior executives

The structure of remuneration for the CEO and Managing Director, senior executives and other staff consists of salary, compulsory superannuation contributions and discretionary performance incentives. Any equity-based remuneration for the CEO and Managing Director is subject to shareholder approval where required by the Corporations Act or ASX Listing Rules.

The NRC reviews all remuneration proposals with respect to the CEO and Managing Director, KMP and other senior executives and makes recommendations to the Board for final approval.

Further information on the remuneration of the KMP is detailed in the Remuneration Report in L1G’s FY26 Annual Report, which is available on L1G’s Shareholder Centre website at www.l1group.com.au/shareholder-centre/.

Dealings in L1G securities

L1G has a Securities Trading Policy which sets out the obligations of directors and staff when trading in L1G securities.

The Securities Trading Policy prohibits directors and staff from entering into hedging arrangements in relation to L1G securities or entering into financial products aimed at limiting the economic risk of holding L1G securities.

L1G’s Securities Trading Policy is available on L1G’s Corporate Governance website at www.l1group.com.au/corporate-governance.